CHAPTER 2 CNFJ REGION FACILITY MANAGEMENT SYSTEM

a. **MISSION AND SCOPE**. The CNFJ Region Facility Management System (RFMS) is one component of the CNFJ BOS management structure. The RFMS mission is to enable CNFJ Region to accomplish its base support mission by performing the full range of facility management functions across all U.S. Navy activities.

RFMS Mission and Vision

- **Mission:**
  - We enable CNFJ Region to accomplish its base support mission by performing the full range of facility management functions across all U.S. Navy activities.
- **Vision:**
  - We deliver World-class facility management support to our Forward Deployed Naval Forces.

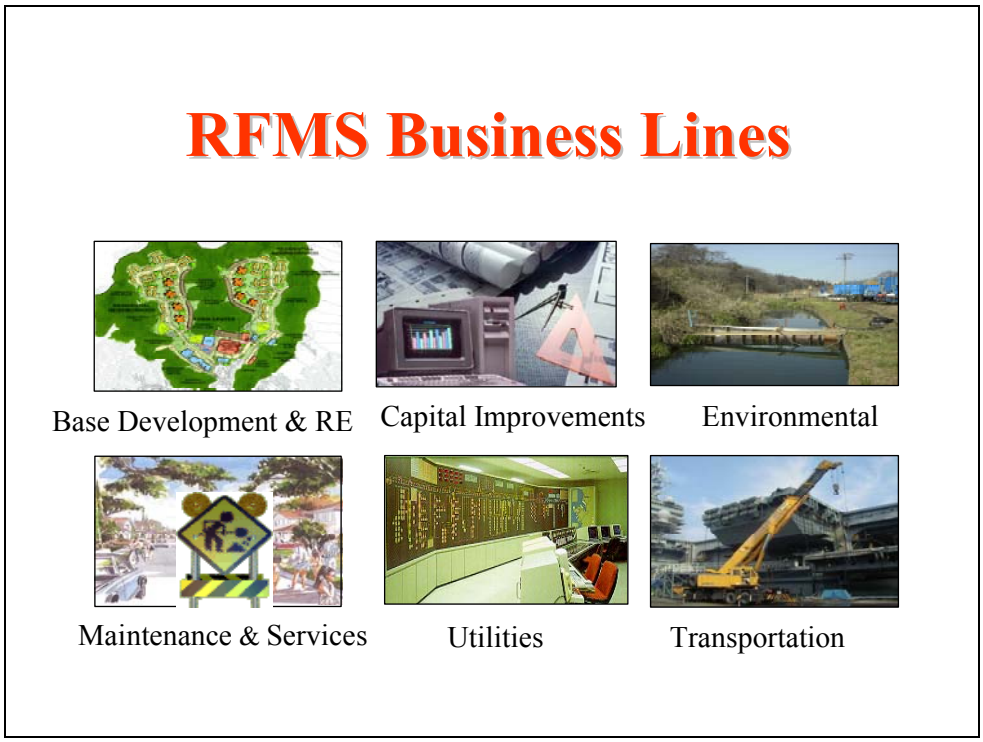
(1) **THE MISSION HAS TWO MAJOR ASPECTS**: manage the CNFJ Region Facility Management Program and manage the life cycle of CNFJ Region facilities and shore infrastructure.

(2) **REGIONAL FACILITY MANAGEMENT PROGRAM**. This mission is described as the role of the Regional Program Manager (RPM), as described in the Desk Guide for CNFJ Region BOS Operations. This role includes the planning, programming, and budgeting of resources for all CNFJ Region facility requirements.

(3) **MANAGING FACILITY LIFE CYCLE**. The RFMS effectively manages the life cycle (cradle to grave) of all facility assets for the CNFJ Region. The life cycle begins with regional and base development planning based on the defined and projected operational mission and force structure. The cycle continues with acquisition of new facilities or reconfiguration of existing facilities to meet the operational requirements. Once supporting facilities are in place, the RMFS effectively operates and maintains facility systems to support on-going mission execution. Next comes sustainment, which rejuvenates and revitalizes aging facilities, extending their useful life. During the cycle, the RFMS maintains effective environmental stewardship of real estate to ensure a safe living and working environment and continued full use of available

assets. The last phase of the life cycle is demolition and removal of excess or obsolete facilities, keep maintenance cost lower and creating a quality service environment.

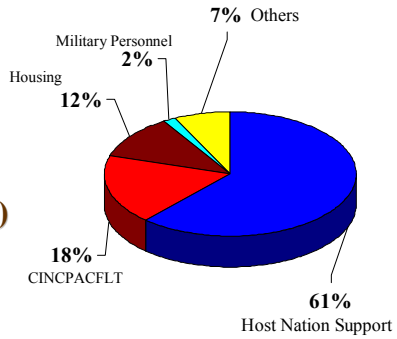
(4) **SCOPE OF THE RFMS** covers all facility assets and requirements for all CNFJ Region bases. The RFMS delivers service through six broad facility "business lines," or categories of products and services, including Base Development & Real Estate, Capital Improvements, Environmental, Maintenance and Services, Utilities, and Transportation.



(5) **RFMS INVESTMENT**. There are multiple investment streams that support the RFMS, including host nation support, Commander, U. S. Pacific Fleet (COMPACFLT) funding, Navy Family Housing program funding, Military Personnel, Navy (MPN) funding, and other smaller categories. As a point on reference, the total investment in RFMS in fiscal year 2001 was valued at approximately $520 million. CNJF's SRM investment strategy is included Chapter 10, paragraph d.

Funding: Region FM Investment by Source

- **Host Nation Support ($320 M/yr)**
  - Construction (FIP) ($180 M/yr)
  - Labor (MLC) ($75 M/yr)
  - Utilities ($65 M/yr)
- **COMPACFLT ($94 M/yr)**
  - Shore Inst. Mgmt. (N46) ($75 M/yr)
  - Ships ($12 M/yr)
  - Ship Repair (N43) ($7 M/yr)
- **Navy Family Housing ($60 M/yr)**
- **Military Personnel ($9 M/yr)**
- **Other ($37 M/yr)**
  - PACDIV ($2 M/yr)
  - NEX ($4 M/yr)
  - DESC Fuels ($3 M/yr)
  - JMSDF ($8 M/yr)
  - Misc. ($20 M/yr)



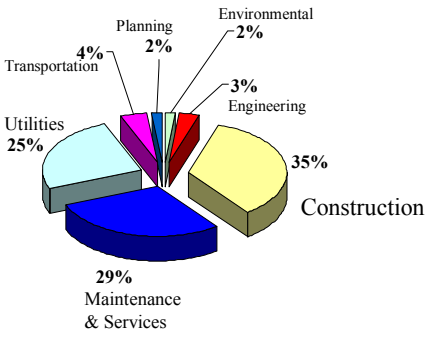
$520 M/yr

2001 Baseline Data

When RFMS investments are distributed by business line, construction, maintenance and services, and utilities are the largest resource consumers.

Region FM Investment by Business Line

- Business Line:
  - Planning ($8 M/yr)
  - Engineering ($18 M/yr)
  - Construction ($180 M/yr)
  - Maint. & Svcs. ($152 M/yr)
  - Utilities ($130 M/yr)
  - Transportation ($23 M/yr)
  - Environmental ($9 M/yr)



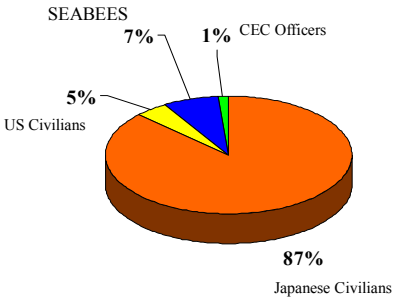
$520 M/yr

2001 Baseline Data

(6) **REGION FM MANNING.** Another aspect of RFMS is the number of people associated with its service delivery processes. There are almost 2000 people involved in RFMS service delivery region wide.

People: Region FM Manning by Labor Category

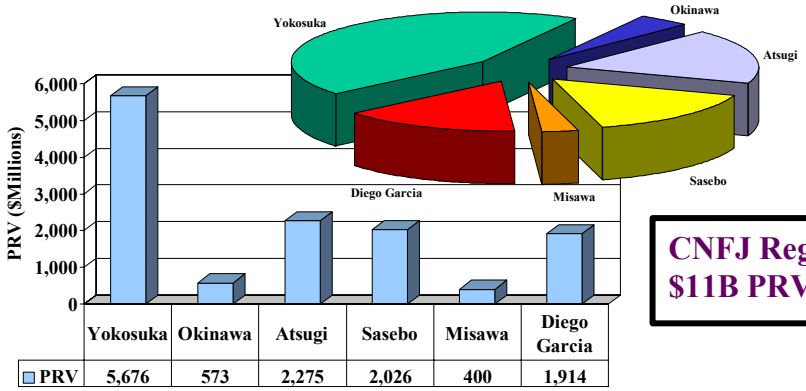
- **Japanese Civilian (MLC)**
  - 1,705 personnel
- **U.S. Civilian**
  - 91 personnel
- **SEABEES**
  - 140 personnel
- **Navy Officers (CEC)**
  - 27 personnel



1,963 Personnel

2001 Baseline Data

Plant Replacement Value (PRV)



CNFJ Region: $11B PRV

Notes:
(1) Data source is iNFADS of 19 Mar 02
(2) FISC assets are allocated to Yokosuka, Sasebo, and Misawa
(3) NCTS Far East assets in Totsuka are allocated to Atsugi

(7) **PRV.** The current Plant Replacement Value (PRV) of the facilities infrastructure within the CNFJ Region, as officially reported in the Navy Facilities Assets Database, is approximately $11 billion.

b. RFMS DESIGN PRECEPTS

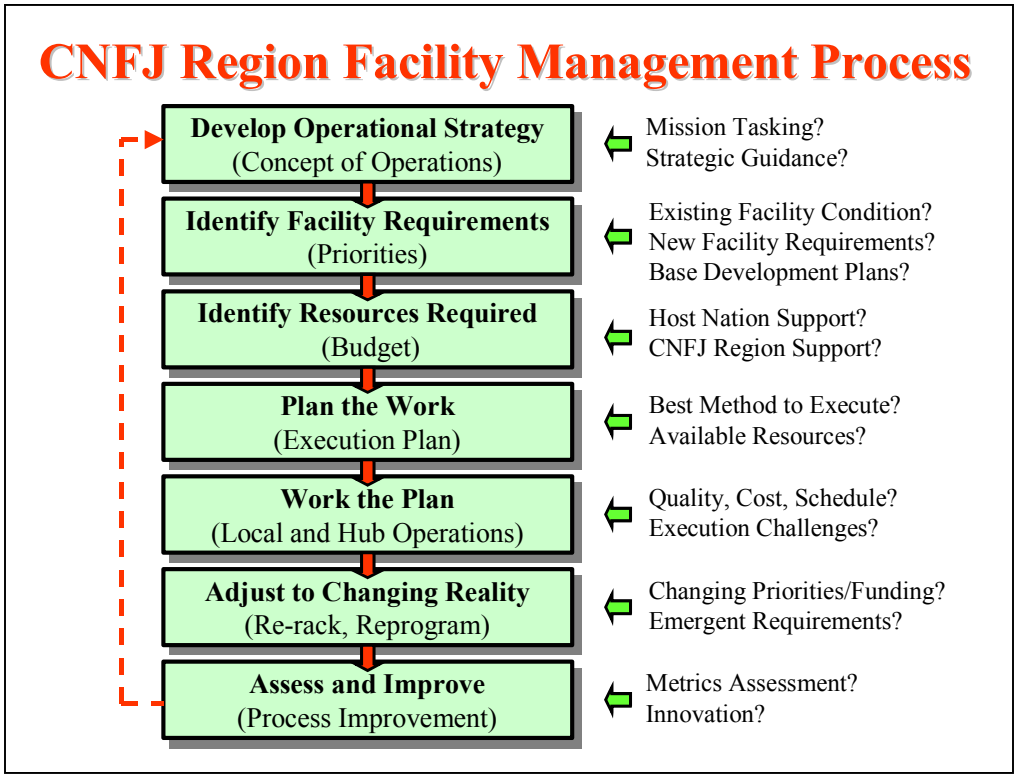
The Regional Facility Management System (RFMS) is conceived and built upon the design precepts that targeted world-class service delivery effectiveness coupled with maximum service delivery efficiency. The primary design precepts are listed below:

RFMS Design Precepts

1. Target World-class Effectiveness in Service Delivery
2. Establish Vision and Constancy of Purpose
3. Improve ROI by Reengineering Business Line Processes
4. Align and Act as One Facility Engineer Team
5. Adopt Common, Best in Class Business Practices
6. Consolidate for Efficiency Where It Makes Sense
7. Engage the Power of NWCF Where it Makes Sense
8. Leverage Technology, Innovation, Professional Networks
9. Correctly Size and Shape the Workforce
10. Be Decisive, Move Quickly Through Transition

c. RFMS FACILITY MANAGEMENT PROCESS

The CNFJ region relies on facilities management and engineering professionals to manage the large and complex facility management challenge. The Regional Engineer leads the effort, working closely with "forward deployed" Public Works Officers and centrally located RFMS managers. Collectively, the RFMS owns and executes the "CNFJ Region Facility Management Process," shown below:



d. RFMS CONCEPT OF OPERATIONS

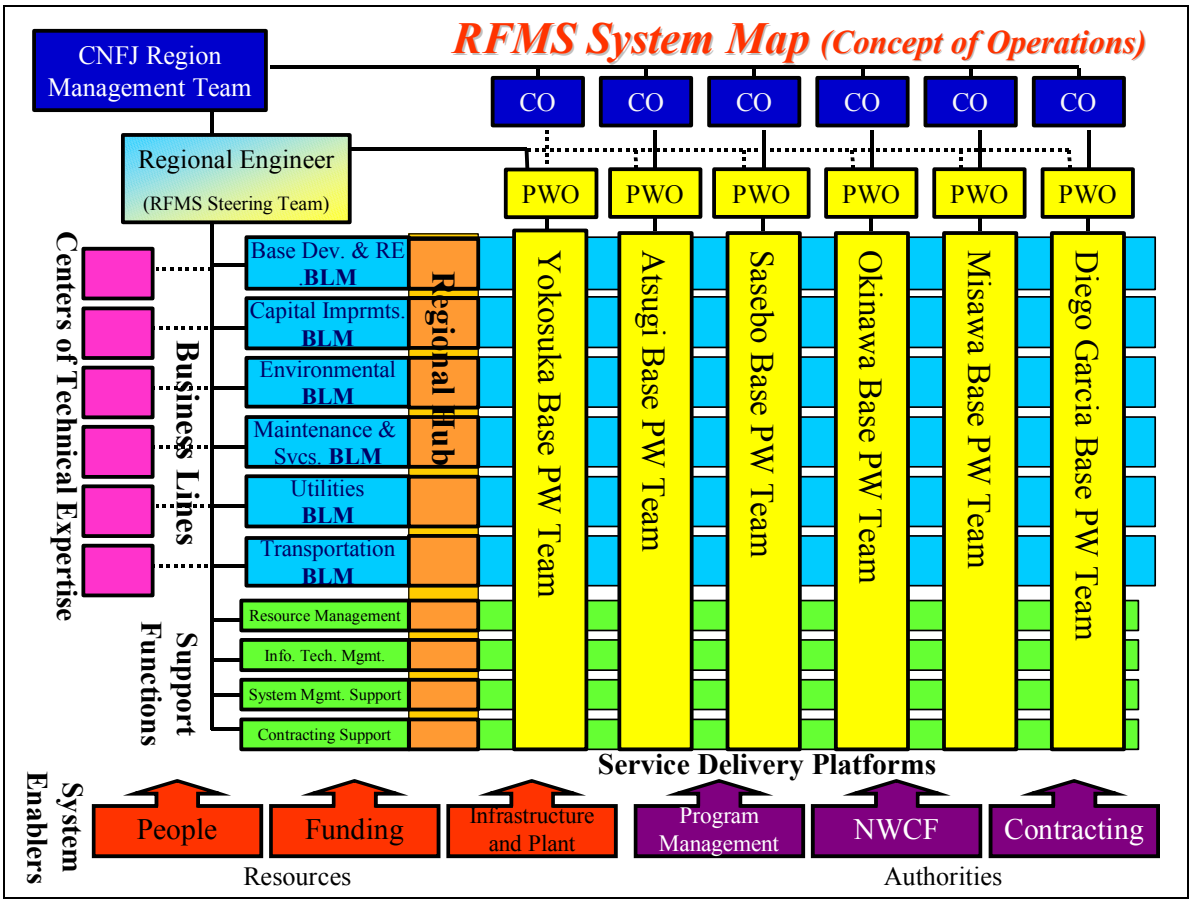
The leaders of the RFMS are constantly asking the question, " What is the best way to get this work done?" The RFMS is challenged to identify the optimum solution for each facility requirement, taking all service factors (cost, speed, quality, complexity, capacity) into consideration. **The service delivery goal is to meet or exceed client expectations for quality and responsiveness.**

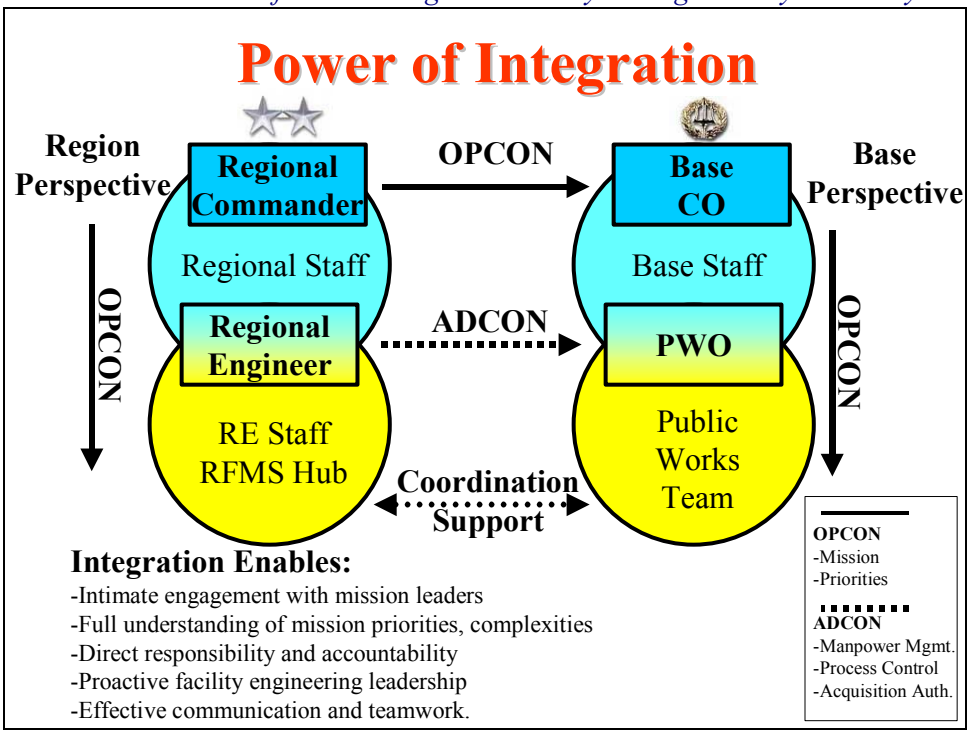
Regional Facility Management System
Concept of Operations

- Full **Integration** of All Available Facility Management Capabilities into One Seamless Service Delivery ***System***
- Central Planning, Programming, Budgeting
- Central System Execution Management
- Local (Base Teams), Central (Hub), and Virtual (Exterior Region) Service Delivery

(1) **THE "SYSTEM"** gives RFMS leaders and managers four categories of service execution platforms, or "execution engines." The first execution method is through our in-house, mission funded capability. Some business lines operate almost exclusively through this engine. The second execution method is through our in-house, Navy Working Capital Fund (NWCF) capability. This capability comes from the Navy Public Works Center (PWC), Japan Region , a NWCF chartered service command headquartered in Yokosuka. The third execution method is contracting capability, including architect-engineer contracting, construction contracting, service contracting, and real estate contracting. This contracting authority is inherent in Officer in Charge of Construction, Far East (OICC, FE). The fourth execution method is receiving support from "Centers of Technical Expertise" from outside the CNFJ Region. Primary among these include Pacific Division, Naval Facilities Engineering Command for planning, engineering, and contracting support. Included is the Japan Engineering District (JED) of the Army Corps of Engineers for major new facility project design and construction. The expanded network of Naval Facilities Engineering Command expertise is readily available, including the Naval Facilities Engineering Support Center (NFESC), Public Works Field Support Office (PWSFO), and Navy Crane Center (NCC). The First Naval Construction Division provides deployable SEABEE detachments and teams to tackle specific projects of training value.

(2) THE REGIONAL FACILITY MANAGEMENT SYSTEM (RFMS) is shown diagrammatically below, showing all major components working together in a matrix relationship supported by six system enablers. Each component of the system will be described in greater detail in following chapters.





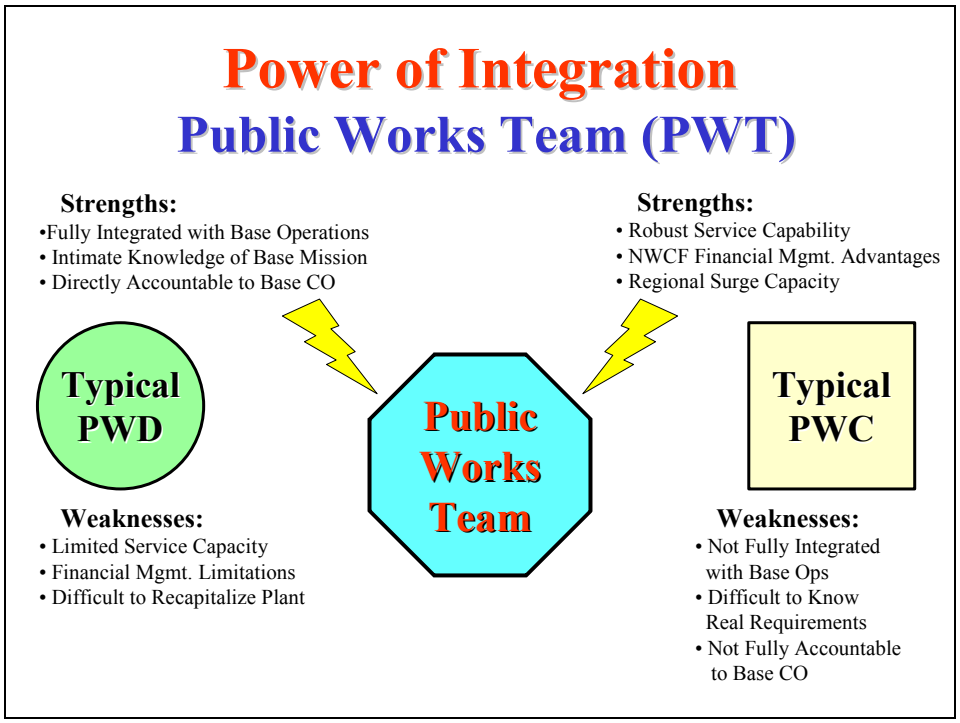
(3) **POWER OF INTEGRATION.** The integrated (triple-hatted) roles of the Regional Engineer (program management and regional requirements), Commanding Officer of Public Works Center (in-house execution), and OICC Far East (contracting execution) are a powerful, synergistic combination. At the base level, the PWO integrates the same three roles, including Base Engineer, in-house workforce execution manager, and contracting officer. ***Integration improves service delivery effectiveness and reduces overall service delivery cost.***

(4) **PUBLIC WORKS TEAM (PWT).** The fully integrated PWT is an important advantage of the RFMS operational concept.

a) **Public Works Department (PWD).** A typical Public Works Department (PWD) model has both strengths and weakness. The strength of a typical PWD is full integration with the supported base operations, intimate knowledge of the base mission, and clear and direct accountability to the Base Commanding Officer. The weakness of a typical PWD is it usually has limited service delivery capacity, it has financial management limitations inherent in the mission-funded business model, and has greatly constrained ability to invest in recapitalization of critical infrastructure.

b) **Public Works Center (PWC).** A typical Public Works Center (PWC) model has both strengths and weakness. The strength of a typical PWC is its robust service capability (large workforce, best tools), it operates as part of the Navy Working Capital Fund, enabling many financial management advantages including ability to recapitalize infrastructure, and has the flexibility to surge to meet unknown and emergent requirements. The weakness of a typical PWC is that it is not well integrated into base operations, and sometimes viewed as purchased or contracted support. Because of this relationship with the base requirement generators, the real requirement may not be fully

understood, impacting successful execution results. Since the PWC is a large tenant command on the base, the PWC is not viewed as fully accountable to the host base Commanding Officer.



c) **Public Works Team (PWT).** The RFMS concept combines the strengths of both the PWD and PWC into the Public Works Team. The weaknesses are avoided or mitigated. The PWT is a powerful execution engine sharply focused on base mission accomplishment